



Franklin County
A Natural Setting for Opportunity

FRANKLIN COUNTY STRATEGIC PLAN

FEBRUARY, 2009

Authored By: Franklin County Board of Supervisors
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FORWARD

Nestled along the beautiful Roanoke Valley among Virginia's Blue Ridge Mountains lies Franklin County, Virginia. Commonly referred to as the "Land Between the Lakes and the Blue Ridge", Franklin County is an area carved from mountainous terrain with breathtaking vistas of the Blue Ridge Mountains. Our County is thickly carpeted with pastures and blessed on either side by the crystal-blue waters of Philpott Lake and the spectacular shoreline of Smith Mountain Lake.

Franklin County was first settled in the mid 1700s as European immigrants joined Native Americans and African Americans to create a unique community, rich in history. From the slopes of the Blue Ridge Mountains to the rolling countryside, our county is home to many century old structures including the boyhood home of Booker T. Washington – influential African American leader of the post Civil War era – and the home of Jubal Early, the confederate general and acclaimed historian.

Today, Franklin County's abundance of beauty and natural resources continue to attract residents and visitors from around the globe. Our county is "A Natural Setting for Opportunity".... a land of rivers, lakes, forests, modern amenities, old-world charm and Southern hospitality.

The Franklin County community is governed by a Board of Supervisors, composed of one member from each of the county's seven magisterial districts. The Board of Supervisors is vested with all policy making powers and responsibilities conferred on local governing bodies by the Commonwealth of Virginia. This document is the County's strategic planning tool or guide formulated to assist the Board of Supervisors in carrying out such policy making decisions.

BACKGROUND:

Strategic planning in local government involves a structured, analytical approach to setting goals, defining objectives, and strategically pursuing actions in furtherance of a shared community vision. Strategic planning extends beyond arbitrary administrative boundaries and traditional thinking. Strategic planning is often defined as “a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it.” This process involves research, development and consideration of strategic alternatives and places an emphasis on the future impacts of current decisions.

Franklin County (2008 population estimate 52,841) is one of the fastest growing counties in Western Virginia. Such growth and development creates increasing demands on local government, which must continually update its policies, programs and functions in order to make difficult choices and prepare for the future. The purpose of developing a strategic plan is to assist the County in establishing and maintaining a focus on those policy-making decisions that are critical to the positive growth of the community. Without a strategic focus, the path of the County will run the risk of meandering from issue to issue without consensus on what objectives must be addressed in order for the community to grow in a healthy, prosperous manner.

PROCESS:

In an effort to operate more strategically, the Franklin County Board of Supervisors adopted its first Strategic Plan in February 2005. Since that time, the County has utilized the Plan as a guide for various decisions and projects. As the community’s demographics continue to change, the locality’s Strategic Plan should also be periodically updated. In the Summer and Fall of 2008, the Board and staff held a series of work sessions in order to update the original plan to reflect the Board’s current vision.

The Franklin County Board of Supervisors conducted a priority-setting work session at the Phoebe Needles Conference Center on August 11, 2008. This work session focused on the following:

- Development of a Vision Statement by the Board of Supervisors depicting a desired future state for the County.
- Identification of what the Board would like to keep and change about the County to achieve its ideal future.
- Identification of Board priorities which will be most critical to achieving the Vision.

After careful consideration of its values, priorities, and resources, the Franklin County Board of Supervisors established the following vision statement:

OUR VISION - 2025

Franklin County, Virginia – appreciating its rural, scenic Blue Ridge landscape and rich cultural and agricultural heritage is a uniquely balanced, well educated, prosperous, and diverse land of families, businesses, and communities of faith who thrive amongst interconnected neighborhoods, where personal responsibility and community interdependence are cherished. Our vision is hereby achieved through the following focus areas:

Unity	Our local government, appointed boards, educational system and community organizations work to establish common goals and are committed to promoting and encouraging “One County”. Through strong neighborhoods and villages, Franklin County families recognize, respect, and continually strengthen their reliance and interdependence on one another.
Family	Franklin County is a caring community that promotes maximum self-sufficiency and economic independence to encourage and sustain secure, healthy families and individuals.
Economic Development	Franklin County’s workforce is trained for the careers of tomorrow. Its residents possess a strong work ethic, critical thinking skills, and a deep sense of pride in their community. The County facilitates the creation of jobs for all sections of the population with a special emphasis on encouraging the return of our youth after advanced learning. The County has created new employment opportunities by capitalizing on its natural resources to significantly improve the standard of living in the community.
Education	Franklin County’s citizens and decision makers value and encourage lifelong learning and avail themselves of extensive opportunities for self-improvement. Franklin County creates eager learners through our diverse educational system and has broad educational options to insure economic success and a high quality of life.
Land Use & Environmental Quality	Franklin County is a balanced community consisting of abundant working farms, historic sites, forests, beautiful mountains, and clean rivers and lakes where families live within connected neighborhoods supported by sustainable transportation and adequate infrastructure. Urban centers and mixed-use village centers provide residents with diverse housing, employment, educational, and recreational opportunities. The County maintains its natural setting with protected view sheds through respected ecological and low impact development strategies. Franklin County is a land of clean water, pristine air and stable soils.
Community Infrastructure & Facilities	Franklin County is well served by flexible, adaptable, accessible community facilities that encourage and strengthen family, neighborhood, natural environment, and local government functions. The County continually plans for sustainable and affordable infrastructure including schools, highways, roads, utilities, solid waste, and other essential facilities. Franklin County is viewed as a national leader in the delivery of parks, recreation programs, libraries, arts, and cultural events that enrich the quality of life and health for residents and visitors alike.
County Government Services	Franklin County provides services that are easily accessed and delivered with excellent customer service in a timely and efficient manner by well-trained professionals, including the County’s many dedicated volunteers. The County fully utilizes the collective resources of a vibrant region to enhance its services.

In addition to its vision and focus areas, the Board established a list of priorities that should guide strategic thinking in the near-term. These priorities included the following:

- Create a mechanism to effectively involve the broader community in major issues, especially land use. (Objective 9.2)
- Enhance County fire and EMS by increased support of volunteers, expansion of paid staff where it is needed, strategic placement of new and refurbished facilities, and emergency medical dispatch. (Objective 4.3)
- Implement a water/sewer strategy for the County. (Objective 4.1)
- Develop and implement a comprehensive agriculture support plan. (Objective 5.3)
- Develop and implement a strategy to effectively coordinate and strengthen human services in the county to address the social factors identified in our Vision (i.e. poverty, child abuse, domestic violence, self-sufficiency, mental health, school performance). (Objective 8.1, 8.2 & 8.3)
- Develop a specific strategy to more fully realize the potential of Philpott Lake, including protection of it and the use of it as an economic catalyst. (Objective 5.5)
- Develop and implement a strategy with the County School System that results in an effective process of setting goals and allocating resources. (Objective 6.1)
- Continue the process of rewriting the Zoning and Subdivision Ordinance with a focus on strengthening the village concept and using flexible standards to meet needs of all areas of the County. (Objective 10.2 & 10.3)
- Re-examine and revise the Comprehensive Plan to insure broader community support. (Consider whether a build-out analysis would be a useful tool for the Board and the staff in arriving at a consensus on the Plan). (Objective 10.1)
- Develop a strategy and timeline for job growth and economic development that raises the County's median income to include site development, funding set-asides, and a marketing plan. (Include the role/growth of Ferrum College as part of the strategy). (Objective 5.1 & 5.2)
- Investigate the flexible design of strategies to deliver service based on the needs of the community (i.e. achieve a greater understanding of the individual needs/income of County residents; examine strategies to give more flexibility in the incremental payment of taxes; examine service/taxing districts). (Objective 3.5)
- Match capital improvements realistically with anticipated funding, including merging school needs with other County needs. (Objective 7.1)
- Pilot at least one solid waste compacting and recycling site. (Objective 4.2)
- Achieve exemplary customer service throughout County government (including measures and attention to problem areas). (Objective 3.1)
- Develop an effective process for working with the Planning Commission to insure a greater understanding of vision, goals, and the rationale for decisions. (Objective 9.1)
- Plan the next step in the County's branch library system. (Objective 4.6)
- Continue the program of purchase development rights to preserve land for conservation. (Objective 5.3)
- Continue to investigate passenger rail and bus service to Franklin County. (Objective 10.4)
- Develop a ridgeline protection ordinance. (Objective 10.2)
- Use the Parks and Recreation Master Plan to guide recreational facility development and programming, to include: (Objective 4.5)
 - Ensure that there is Lake access and access to recreation facilities for County residents that do not currently have them.
 - Implementation of the existing Trail Plan

PLAN SYNTHESIS:

A Strategic Plan is only good as long as it is implemented, utilized, reviewed and updated. There are many steps in developing and using a Strategic Plan. A few of these steps are listed as follows:

- Endorse the Strategic Plan
- Base policy and operating decision on the Strategic Plan
- Link the Strategic Plan to other Planning Documents (i.e. Capital Improvement Plan, Comprehensive Plan, County Work Plans and report progress quarterly, etc.)
- Incorporate the Strategic Plan into the Budget Process to ensure compliance with the Vision
- Associate the Strategic Plan with Departmental/staff Performance Reviews
- Integrate a performance report of the Strategic Plan into the Annual Report
- Review the Strategic Plan periodically and report update/success of completion of target dates at the monthly Management Team meetings in order to report progress to the Board of Supervisors
- Engage Board, Staff and citizens in achieving Action Strategies
- Post the Strategic Plan on the County's website including updates periodically.

After establishing a vision and near-term priorities, the Board of Supervisors directed County staff to develop a Strategic Plan to implement the Board's vision. The County's Management Team – consisting of County Administration, department heads, and other senior staff – conducted a strategic planning work session on September 30 and October 1, 2008, to begin processing the Board's vision into a series of goals, objectives and tasks. The Management Team undertook the following:

- Developed an understanding of the Board's work session process and results; developed an interpretation that was meaningful for the staff in developing a useful strategic plan
- Gained a framework for strategic planning that will be helpful to the staff over the long term in responding to the Board in an effective and efficient way
- Completed an environmental scan that depicts current and future environmental trends affecting staff members and identified the highest priority staff issues that need to be addressed in the strategic plan
- For each of the Board's vision targets and for the highest priority staff issues, staff developed an ideal future state and goals that must be accomplished to achieve the ideal state, including and highlighting the Board's priorities within the goals framework

In the weeks following this strategic work session, staff continued to refine the goals, objectives and tasks of the Strategic Plan. Staff developed a new construct for the Strategic Plan, recognizing that the Board's seven focus areas are inherently interconnected and interdependent. Staff therefore sought to develop goals, objectives and tasks with broad application across multiple focus areas, seeking a holistic approach that recognizes the cause-and-effect relationships between various actions and choices. To maximize efforts in implementing this

holistic construct, the Strategic Plan also considers the mutual roles and responsibilities of the Board and staff in implementing the plan.

On November 25, 2008 staff presented a draft strategic plan to the Board of Supervisors at a follow up session at Phoebe Needles. The Board of Supervisors gave the staff further feedback on the draft plan. During the months of December and January, County staff revised the plan into the final draft. The final draft was presented and adopted at the February 17, 2009 meeting of the Board of Supervisors.

Roles & Responsibilities in Strategic Planning	
Board of Supervisors	County Government Staff
1. Consider all interests.	1. Identify options.
2. Analyze information.	2. Provide expertise.

3. Establish vision.	3. Implement vision.
4. Set priorities.	4. Maximize efficiency.

Roles & Responsibilities.

The Strategic Plan forms a partnership between the Board of Supervisors and the County Government staff. The Board, representing a diverse set of stakeholders, must analyze all available information in order to establish a vision for the County, set priorities and make choices. Staff helps to frame the Board’s options by providing information and expertise; staff implements the Board’s vision with a commitment to efficiency and maximization of resources. Both must remain focused on established goals and objectives in order to achieve results.



Vision & Focus Areas.

The Board’s strategic vision for the year 2025 depicts a desired future of health, prosperity and vitality for the community. This vision revolves around seven “focus areas,” each describing a distinct aspect or function within the community that is essential to achieving the desired vision. These seven focus areas do not work independently. A successful Strategic Plan must recognize the interrelatedness and interdependencies among these focus areas. The best strategies will have broad application, and will understand the cause-and-effect relationships between various actions and choices.

Goals, Objectives & Tasks:	
Goal: A desired outcome or result that advances the Board’s vision.	Focus: How the goal relates to the Board’s vision and focus areas.
Objective: A measurable work product or activity that is necessary to achieve a goal.	Team: Staff and inter-agency support assigned to meet an objective.
Task: A key action that is required to accomplish an objective.	Target Date: Estimated date of completion for the task.

Goals, Objectives & Tasks.

The Strategic Plan consists of 10 primary goals, each representing an outcome that is deemed essential to implementing the Board’s vision. These goals weave together the seven focus areas, touching on diverse yet interconnected aspects of community life. The goals are achieved through measurable objectives, with a focus on accomplishment and end-product. Objectives are assigned to various teams of County staff, who pool expertise from relevant fields to solve problems and complete tasks. Tasks are given priority through targeted dates of completion.

SUMMARY OF STRATEGIC PLAN GOALS:

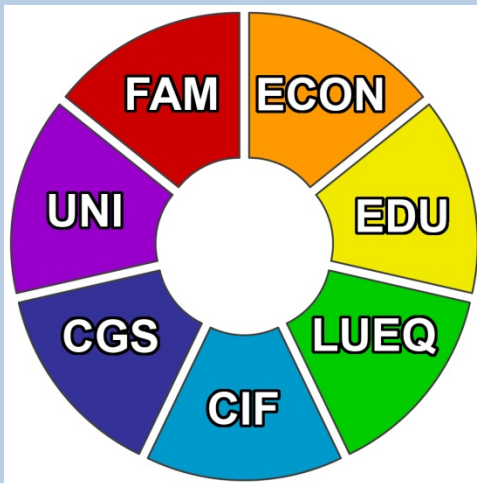
The following is a summary of goals developed by County staff in a holistic effort to achieve the Board's vision. These goals are designed to have broad application across the Board's established focus areas.

- Goal (1): **Regional Context.**
Define Franklin County's role within the region by developing an understanding of its geographic, economic, social and cultural context. Examine data, analyze trends, and identify opportunities and constraints to maximize Franklin County's advantages within the region.
- Goal (2): **Physical Growth Model.**
Develop a physical build-out model for Franklin County that achieves the Board's vision and maximizes the county's competitive advantages within the region. Explore various growth and development scenarios, examine their impacts, and reach consensus on an appropriate model.
- Goal (3): **Role of County Government.**
Assess the role of County Government in shaping the desired future state of the community. Analyze the impact of growth and change on the demand for government services; establish level of service (LOS) expectations; ensure that County Government is best positioned to provide efficient and quality customer service.
- Goal (4): **Coordinated Public Investment.**
Develop a Master Plan to guide public investment in facilities and infrastructure; coordinate the use, location, construction, operation, and funding of facilities and infrastructure to maximize levels of service and advance the county's desired build-out model.
- Goal (5): **Economic Development Strategy.**
Develop a strategic understanding of economic development that maximizes Franklin County's unique assets and competitive regional advantages. Commit to a strategy that includes: 1) a preferred mix of industries; 2) aggressive workforce development; 3) promotion of tourism and cultural amenities; 4) agribusiness development; and 5) capital investment.
- Goal (6): **Educational Investment.**
Develop a strategic understanding of the linkage between education and economic development. Align Franklin County's investment in educational resources with desired economic and social results.
- Goal (7): **Educational Partnerships.**
Form meaningful partnerships with the County school system, institutions of higher learning, and other entities to set goals and allocate resources. Recognize the linkage between economic development, social equity, and educational attainment.
- Goal (8): **Community Needs.**
Develop ongoing mechanisms to measure, assess and analyze community needs. Develop indicators to determine progress and identify gaps in services for families and individuals.
- Goal (9): **Community Input.**
Develop and implement a strategy to enable and encourage greater citizen participation in goal setting and effective governance. Identify or create forums, settings, and venues that create opportunities for collaboration between local government, citizens, boards, commissions, businesses, and other community stakeholders.
- Goal (10): **Regulatory Framework.**
Develop an efficient and effective policy and regulatory framework to guide public and private decisions and investments related to the physical development of the community. Continually assess the policy and regulatory framework based on its relationship to the Comprehensive Plan and the desired build-out model for the county.

GOAL I

Regional Context

Define Franklin County's role within the region by developing an understanding of its geographic, economic, social and cultural context. Examine data, analyze trends, and identify opportunities and constraints to maximize Franklin County's advantages within the region.



Applicable Focus Areas:

Unity
Family
Economic Development
Education
Land Use & Environmental Quality
Community Infrastructure & Facilities
County Government Services

How this goal relates to the Board's vision:

The forces that will shape Franklin County's future transcend political boundaries. The world does not stop at the county line. Global, national, state and regional trends must factor into the County's strategic thinking.

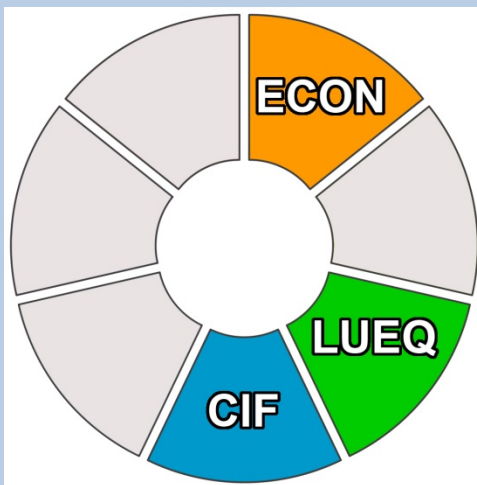
The Strategic Plan seeks unity within the county. At the same time, the plan seeks to assert Franklin County's role within a unified region. Regional economic trends directly impact Franklin County's economic competitiveness. Regional demographic shifts – the movement of people of diverse social and economic backgrounds into and within the region – can impact educational attainment and family structure within Franklin County. Land development in adjoining counties can exert tremendous pressure on Franklin County's rate of growth. Growth and development increases the need for infrastructure and facilities, often requiring regional cooperation. New residents moving into Franklin County from outside the region bring with them differing expectations and demands for governmental services.

Regional Context

Objective 1.1 Develop a regional land use map based on the Comprehensive Plans of neighboring jurisdictions within the region.	Team Captain	Director of Planning
	Team Members	Commerce & Leisure Services; IT/GIS
	Team Support	Regional PDCs
	Tasks	Target Dates
1.	Collect electronic Future Land Use Maps from neighboring jurisdictions	07/09
2.	Assemble regional Future Land Use Map using GIS mapping & database	12/09
3.	Project regional build-out based on growth rates and population trends	02/10
4.	Project Franklin County's growth rate based on regional data	04/10
Objective 1.2 Develop a regional demographics forecast, based on Census data and population trends within the region.	Team Captain	Director of Planning
	Team Members	Community Services; IT/GIS
	Team Support	Regional PDCs; Weldon Cooper Center
	Tasks	Target Dates
1.	Develop regional census map in GIS; develop regional census database	12/09
2.	Analyze net migration trends for the region (inter- and intra-regional migration)	3/09
3.	Identify regional shifts in population; note changes in population characteristics	03/10
4.	Project Franklin County's future population & characteristics, based on regional data	06/10
Objective 1.3 Develop a regional economic development forecast, based on existing economic trends and marketing strategies within the region.	Team Captain	Director of Commerce & Leisure Services
	Team Members	Administration; Planning
	Team Support	Regional ED agency; local ED staffs; IT/GIS, PDCs
	Tasks	Target Dates
1.	Collect relevant Economic Development strategic plans from neighboring jurisdictions	09/09
2.	Host forums with regional economic development leaders to explore regional focus	09/09
3.	Assess the region's competitive economic advantages	12/09
4.	Identify Franklin County's competitive advantages within the region	12/09

Physical Growth Model

Develop a physical build-out model for Franklin County that achieves the Board’s vision and maximizes the county’s competitive advantages within the region. Explore various growth and development scenarios, examine their impacts, and reach consensus on an appropriate model.



Applicable Focus Areas:

- Economic Development
- Land Use & Environmental Quality
- Community Infrastructure & Facilities

How this goal relates to the Board’s vision:

Despite the rapid growth in portions of Franklin County in recent years, much of the county remains rural and undeveloped. From a regional growth perspective, Franklin County is a relatively blank slate. Regional development pressures and trends, however, do not obligate Franklin County to follow suit. Rather, Franklin County can still choose its physical future and harness regional forces to achieve a desired future appearance.

The notion of developing a “build-out” model seeks to understand the cumulative impacts of the choices the County makes in developing the land. Current trends suggest increasing suburbanization for parts of Franklin County. However, alternatives models exist to suburban growth. Choices involving the location of public facilities (schools, parks, fire/rescue, etc.) and public investment in infrastructure (water, sewer, roads, etc.) can form patterns of community development. Franklin County’s economic health depends, in many ways, on the County’s ability to build a quality community and differentiate ourselves from the competition.

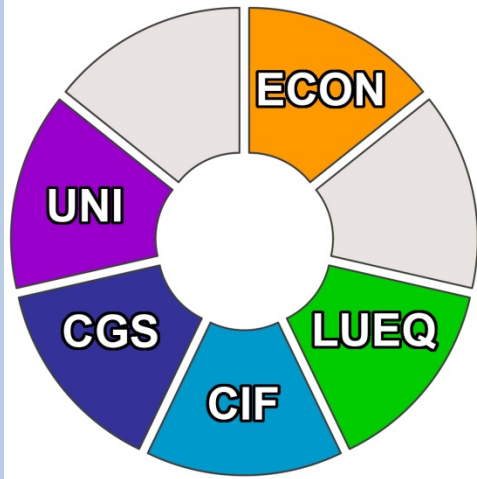
Physical Growth Model

Objective 2.1 Project ultimate build-out for Franklin County, based on current Future Land Use Map, Zoning Ordinance & Subdivision Ordinance.	Team Captain	Director of Planning
	Team Members	Administration; IT/GIS; Commerce & Leisure Services
	Team Support	Regional PDCs
	Tasks	Target Dates
1.	Develop assumptions about density and development yield per land use category	09/10
2.	Refine assumptions based on soils, land availability, and other factors	09/10
3.	Develop alternative scenarios (aggressive growth, moderate growth, slow growth)	09/10
4.	Map assumptions and scenarios	09/10
Objective 2.2 Survey build-out models of other communities with similar characteristics, trends, growth pressures, and comparable regional positions.	Team Captain	Director of Planning
	Team Members	Administration; Commerce & Leisure services; Utilities
	Team Support	Regional PDCs
	Tasks	Target Dates
1.	Identify other communities with similar characteristics; collect their plans & forecasts	06/10
2.	Organize tour of other localities that exhibit best practices for growth management	09/10
3.	Develop a report outlining alternatives and best practices for growth management	12/10
4.	Present findings; solicit community input on various growth management scenarios	03/11
Objective 2.3 Develop a new build-out model for Franklin County, implementing best practices for growth management.	Team Captain	Director of Planning
	Team Members	Administration; IT/GIS; Utilities
	Team Support	Commerce & Leisure Services; WVWA; Public Safety; Franklin County Schools
	Tasks	Target Dates
1.	Develop assumptions about development yield, using new growth management tools	06/11
2.	Refine assumptions based on land availability, infrastructure, capital needs, etc.	09/11
3.	Develop alternative scenarios (aggressive growth, moderate growth, slow growth)	12/11
4.	Map assumptions and scenarios; present findings and solicit community feedback	03/12

GOAL 3

Role of County Government

Assess the role of County Government in shaping the desired future state of the community. Analyze the impact of growth and change on the demand for government services; establish level of service (LOS) expectations; ensure that County Government is best positioned to provide efficient and quality customer service.



Applicable Focus Areas:

Unity
Economic Development
Land Use & Environmental Quality
Community Infrastructure & Facilities
County Government Services

How this goal relates to the Board's vision:

People choose to live in a certain community for a variety of reasons – economic opportunity, cost of living, available housing, and good schools, among others. Franklin County is known for the value it offers its residents: a mix of scenic beauty, good jobs, strong schools, recreational amenities, and outstanding quality of life, coupled with low tax rates and quality government services.

The continuation of this “value” is not guaranteed. Franklin County must constantly strive to develop its economy in order to hold down taxes while providing quality government. Physical growth translates into an expanding population, which in turn heightens the demand for government services. Efficiencies can be achieved by concentrating growth and development in areas that are best suited to the provision of infrastructure, facilities, and services. In order to maintain equality and provide for citizens in all corners of the community, the county needs to establish standards for service and commit the necessary resources to ensure equal access.

Role of County Government

Objective 3.1 Establish customer service standards and train employees in the delivery of quality customer services.	Team Captain	Human Resource & Research Analyst
	Team Members	Spirit of Services Excellent Team
	Team Support	County Employees
	Tasks	Target Dates
1.	Identify customer service concerns and limitations.	Ongoing
2.	Document customer service expectations	07/09
3.	Schedule trainings for key staff in customer service delivery, conflict management	02/09
4.	Incorporate expectations into employee evaluation process	9/09
Objective 3.2 Establish level of service (LOS) standards for government services and operations.	Team Captain	Director of Public Safety
	Team Members	Administration, Management Team
	Team Support	Sheriff's Office, PDCs
	Tasks	Target Dates
1.	Develop LOS for Public Safety operations & facilities	03/11
2.	Develop LOS for parks and recreation	07/10
3.	Develop LOS for solid waste disposal, recycling	12/10
4.	Develop LOS for law enforcement responsiveness	07/11
Objective 3.3 Develop a comprehensive public information program.	Team Captain	County Administrator
	Team Members	IT; Commerce & Leisure Services
	Team Support	New Position Needed
	Tasks	Target Dates
1.	Survey public information programs from other localities	09/10
2.	Determine information needs and resources within the community	09/10
3.	Define an ideal model for the collection, distribution & solicitation of information	09/10
4.	Determine if this model can be achieved with existing staff, or if new position is needed	06/09

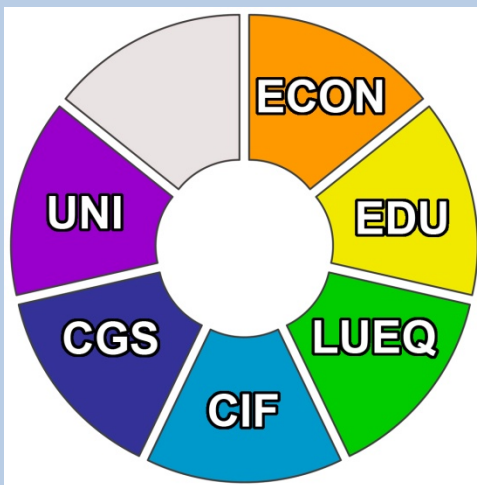
Role of County Government

Objective 3.4 Identify future staffing needs based on the County's rate of growth and anticipated demand for government services.	Team Captain	County Administrator
	Team Members	Administration
	Team Support	Human Resources
	Tasks	Target Dates
1.	Establish metrics for staffing needs across departments on a per capita basis (i.e. commensurate with a growing population)	03/10
2.	Periodically review government organizational structure; revise as necessary to meet service demands and implement best practices	Ongoing
3.	Develop a staff retention program to retain skilled and critical staff	12/10
4.	Develop a management succession plan for key positions	12/10

Objective 3.5 Utilize new technologies and flexible service strategies to achieve efficiencies and expand the reach of government services.	Team Captain	County Administrator
	Team Members	Administration; IT
	Team Support	Finance
	Tasks	Target Dates
1.	Expand the County's internet capabilities for online services	12/10
2.	Investigate alternative tax collection and fee payment processes	03/09
3.	Explore the creation of special service/taxation districts for areas with extreme public expenditure demands/needs	06/10

Coordinated Public Investment

Develop a Master Plan to guide public investment in facilities and infrastructure; coordinate the use, location, construction, operation, and funding of facilities and infrastructure to maximize levels of service and advance the county's desired build-out model.



Applicable Focus Areas:

- Unity
- Economic Development
- Education
- Land Use & Environmental Quality
- Community Infrastructure & Facilities
- County Government Services

How this goal relates to the Board's vision:

The building of a community is the cumulative result of many individual choices over time. Franklin County Government plays an important role in shaping the direction of growth through its strategic investments in infrastructure and facilities.

Strategic thinking about these public investments requires a comprehensive and long-sighted view. The location of water and sewer lines directs economic development. The availability of public water and sewer also implies higher concentrations of residential density. A shift in the concentration of population drives the demand for new schools, parks, and fire and rescue facilities. Such concentration is desirable from the standpoint of efficiency and the preservation of rural areas. However, targeted investment in one part of the county may leave others feeling left out, often at the expense of county-wide unity. A comprehensive facilities and infrastructure master plan has the benefit of telegraphing the county's intentions, allowing others to make informed investment decisions.

Coordinated Public Investment

Objective 4.1 Develop a master plan for Public Utilities (i.e. water & sewer)	Team Captain	Assistant County Administrator
	Team Members	Planning, Public Works, Administration
	Team Support	WVWA, Consultants, PDCs
	Tasks	Target Dates
1.	Establish membership with the Western Virginia Water Authority	12/09
2.	Conduct a community needs assessment for water & sewer	12/11
3.	Align water & sewer infrastructure planning with Comprehensive Plan and preferred growth management model for the County	12/11
4.	Evaluate existing regional and municipal utility systems; seek appropriate partnerships for collaborative building of infrastructure	12/10

Objective 4.2 Develop a master plan for Solid Waste Facilities (i.e. refuse & recycling)	Team Captain	Assistant County Administrator
	Team Members	Landfill Director, Planning, Public Works, Administration
	Team Support	Consultants, PDCs
	Tasks	Target Dates
1.	Develop a pilot program for more efficient waste disposal	12/11
2.	Develop metrics for waste management on a per capita basis (i.e. commensurate with population growth)	06/09
3.	Explore options for recycling and landfill diversion strategies	12/10

Objective 4.3 Develop a master plan for Public Safety Facilities (i.e. fire, EMS)	Team Captain	Public Safety Director
	Team Members	Public Safety, Sheriff, General Properties
	Team Support	Planning, PDCs
	Tasks	Target Dates
1.	Evaluate service areas and response radius criteria based on the Comprehensive Plan and the preferred growth management model for the County	12/09
2.	Develop response criteria based on best practices; evaluate cost implications	12/09
3.	Seek partnerships for facility location and operation	07/12

Coordinated Public Investment

Objective 4.4 Develop a master plan for Law Enforcement & Court Facilities	Team Captain	Director of General Properties
	Team Members	Sheriff, Judge, General Properties, Court Services, Public Safety
	Team Support	Planning, PDCs
	Tasks	Target Dates
1.	Complete a needs assessment for jail and courts security	09/10
2.	Devise a schedule for maintenance, building upgrades, and building replacement	09/10

Objective 4.5 Develop a master plan for Parks & Recreation, including facilities and programs	Team Captain	Director of Commerce & Leisure Services
	Team Members	Parks & Recreation Staff, Planning
	Team Support	PDCs, Consultants
	Tasks	Target Dates
1.	Incorporate LOS standards for parks and recreation facilities and programs	07/10
2.	Coordinate with Planning department through the rezoning and development review process to seek partnerships with private development for parks and recreational amenities	Ongoing
3.	Identify areas of need; develop metrics to guide park location, type, and use levels	Adopt 06/09

Objective 4.6 Develop a master plan for Libraries	Team Captain	Library Director
	Team Members	Library Board, Library Staff, Administration
	Team Support	Library Staff, Planning
	Tasks	Target Dates
1.	Update library facilities plan	06/09
2.	Coordinate with Planning department through the rezoning and development review process to seek partnerships with private development for library amenities	Ongoing

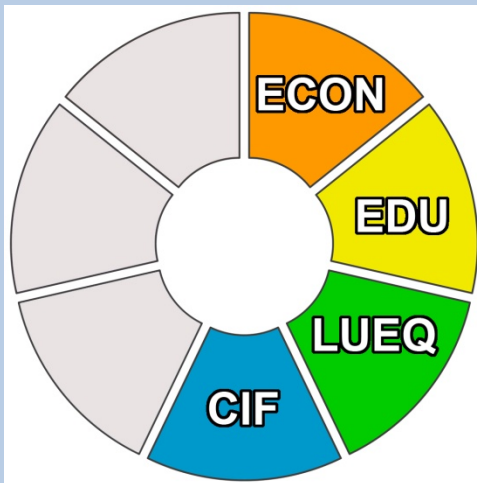
Coordinated Public Investment

Objective 4.7 Develop a master plan for Government Service Facilities (i.e. administration, finance, planning, building, etc.)	Team Captain	County Administrator
	Team Members	Assistant County Administrators, Director of General Properties, Sheriff, Public Safety
	Team Support	Planning, Maintenance, Finance
	Tasks	Target Dates
1.	Review and update space needs assessment (DSS, Law Enforcement, Public Safety, etc.)	09/10
2.	Devise a schedule for maintenance, building upgrades, and building replacement	Ongoing

Objective 4.8 Incorporate all master plans into a Community Facilities Plan; use Community Facilities Plan to develop annual Capital Improvements Program	Team Captain	County Administrator
	Team Members	Assistant County Administrators, Director of General Properties, Planning
	Team Support	Finance, School Staff
	Tasks	Target Dates
1.	Fully integrate School CIP into County CIP and funding strategies	03/10
2.	Prioritize capital projects through an integrated Capital Improvements Program	ongoing

Economic Development Strategy

Develop a strategic understanding of economic development that maximizes Franklin County’s unique assets and competitive regional advantages. Commit to a strategy that includes: 1) a preferred mix of industries; 2) aggressive workforce development; 3) promotion of tourism and cultural amenities; 4) agribusiness development; and 5) capital investment.



Applicable Focus Areas:

- Economic Development
- Education
- Land Use & Environmental Quality
- Community Infrastructure & Facilities

How this goal relates to the Board’s vision:

“Economic Development” does not mean the pursuit of any and every industry. Successful communities target investments that raise the standard of living and build upon existing competitive advantages. Success requires equal parts imagination and pragmatism. Creativity is needed to anticipate change and position ourselves for the future. A dose of reality is often necessary to identify the County’s constraints and confront the barriers to success.

In the short term, economic development is a function of the education and skill levels of the existing population. Over time, the community hopes to transform its workforce to meet the needs of a global economy. Investment in education is required. Equally important, however, are the skills brought into the community through in-migration. As the community grows, land use decisions should be viewed through a prism that includes a detailed understanding of changing demographics. Similarly, public investments in schools, amenities, and infrastructure should be informed by the degree to which they develop and attract a skilled workforce.

Economic Development Strategy

Objective 5.1 Conduct a target industry study/business park site selection analysis to identify compatible industry types and define Franklin County's market niche.	Team Captain	Director of Commerce & Leisure Services
	Team Members	County Administrator, Assistant County Administrators, RVEDP, Franklin Center
	Team Support	Planning Staff, PDCs
	Tasks	Target Dates
1.	Develop and advertise RFP for consulting services	03/09
2.	Retain consultant; conduct research; collect and analyze data	06/09
3.	Solicit community input	09/09
4.	Present findings	09/09

Objective 5.2 Develop a comprehensive strategic plan for workforce development.	Team Captain	Franklin Center Executive Director
	Team Members	Commerce & Leisure Services, RVARC, FC Schools., RVEDP, Franklin Center Partners
	Team Support	IT, Public Safety, Industries, Chambers
	Tasks	Target Dates
1.	Identify workforce needs in the emerging global economy	10/09
2.	Assess the aggregate skill levels of the existing workforce	10/09
3.	Identify opportunities for training and higher learning	Ongoing
4.	Seek partnerships with educational institutions to align curriculum with desired economic goals	10/09

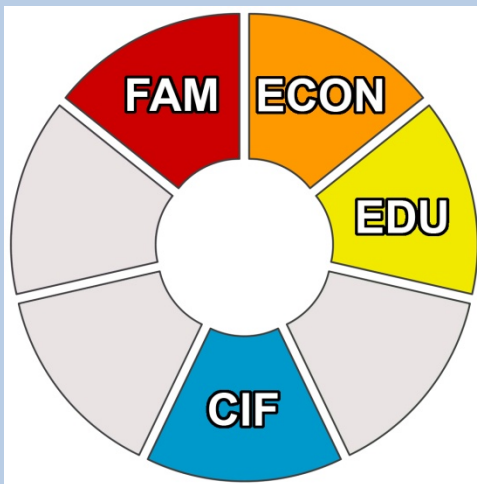
Objective 5.3 Develop an Agribusiness Development plan to take advantage of the County's rural assets and position the farming community for future economic competitiveness.	Team Captain	Virginia Cooperative Extension/Ag Board
	Team Members	Commerce & Leisure Services
	Team Support	Farm Bureau, Soil & Water Conservation, PDCs
	Tasks	Target Dates
1.	Identify Franklin County's competitive economic advantages for agricultural products	09/09
2.	Build on existing agribusiness support groups and programs; form partnerships among various agricultural agencies to pool resources and set common goals	Begin 03/09
3.	Explore political avenues to obtain state and federal funding for alternative energy research and development, with a focus on agricultural energy production	Begin 03/09

Economic Development Strategy

Objective 5.4 Develop a comprehensive tourism and marketing plan.	Team Captain	Director of Commerce & Leisure Services
	Team Members	Tourism/Special Events Director, Chambers, Towns of Rocky Mount & Boones Mill, Planning, Extension, RVCVB
	Team Support	PDCs
	Tasks	Target Dates
1.	Identify sites, events, and cultural amenities with tourism potential.	06/09
2.	Create and expand a centralized office of tourism to promote and market the community; partner with regional tourism agencies.	06/11
3.	Utilize new technologies and media to promote Franklin County as a tourism destination and center of culture	Ongoing
Objective 5.5 Establish a Philpott Lake Alliance to conserve, promote, and market Philpott Reservoir and its associated open space amenities.	Team Captain	Director of Commerce & Leisure Services
	Team Members	Ferrum College, Parks & Recreation, Planning, Adjoining Counties
	Team Support	PDCs
	Tasks	Target Dates
1.	Identify Philpott Lake stakeholders, including those in neighboring jurisdictions	06/09
2.	Identify shared values, goals, opportunities and constraints	07/09
3.	Develop a strategic vision for the use and protection of the lake	12/09
4.	Explore public-private partnerships to expand the availability of public access to the lake	01/10
5.	Continue to provide leadership in the Section 212 relicensing of Philpott Lake to include active pursuit of Congressional support for project enhancements	Ongoing
6.	Explore jointly with neighboring jurisdictions water withdrawal permit from Philpott to facilitate possible public water utility services in the vicinity	01/12

Educational Investment

Develop a strategic understanding of the linkage between education and economic development. Align Franklin County's investment in educational resources with desired economic and social results.



Applicable Focus Areas:

- Family
- Economic Development
- Education
- Community Infrastructure & Facilities

How this goal relates to the Board's vision:

Education and Economic Development are inherently linked, yet many communities fail to coordinate their economic development efforts with the educational system. An economic development strategy focused on high-tech industries does not square with an educational emphasis on vocational training. A scatter-shot economic development approach that jumps from one "hot" marketing strategy to another distracts the educational system from achieving focus.

The school curriculum should focus, in part, on workforce development supportive of the county's desired economic future. Meanwhile, the County must understand the social and cultural issues that may limit the community's ability to transform for the sake of economic development. Investments in social services and family support can lead to higher educational attainment, which in turn enhances the county's economic development position. Similarly, prudent investment in schools, facilities and infrastructure signals a serious commitment to economic betterment.

Educational Investment

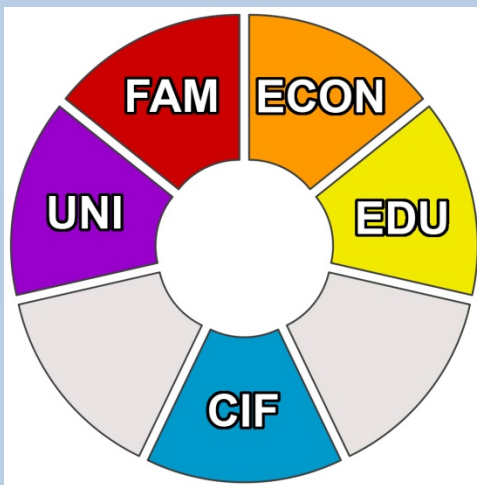
Objective 6.1 Develop a long-term funding model for public education that builds on shared goals and outcomes.	Team Captain	County Administrator
	Team Members	FC School Superintendent, Finance
	Team Support	School Representatives
	Tasks	Target Dates
1.	Research best practices for educational funding and resource allocation	01/10
2.	Develop measurable goals and objectives for educational attainment that will guide a comprehensive funding strategy	01/10
3.	Agree to funding priorities on a multi-year basis	03/10

Objective 6.2 Integrate land use decisions, economic development efforts, and school facilities planning.	Team Captain	County Administrator
	Team Members	FC School Superintendent, Franklin Center Executive Director, Commerce & Leisure Services, Planning Dept., General Properties
	Team Support	Higher Education, IT, GIS, Planning Staff
	Tasks	Target Dates
1.	Incorporate analysis of school impact into land use decisions	Ongoing
2.	Align school location and facilities planning with the County's preferred growth management model	Ongoing
3.	Seek partnerships with educational institutions to align curriculum with desired economic goals (i.e. Franklin Center Strategic Plan)	10/09

Objective 6.3 Update the School Facilities Master Plan.	Team Captain	County Administration
	Team Members	FC School Superintendent, Economic Development, Planning Director
	Team Support	General Properties, School Representatives
	Tasks	Target Dates
1.	Assess and analyze population trends to identify future concentrations of population growth within the County, based on the County's preferred growth management model	Ongoing
2.	Explore a land acquisition fund to obtain land for schools in strategic locations	03/10
3.	Develop a comprehensive schedule for building maintenance, upgrade, and replacement	03/10

Educational Partnerships

Form meaningful partnerships with the County school system, institutions of higher learning, and other entities to set goals and allocate resources. Recognize the linkage between economic development, socio-economics, and educational attainment.



Applicable Focus Areas:

- Unity
- Family
- Economic Development
- Education
- Community Infrastructure & Facilities

How this goal relates to the Board’s vision:

Franklin County is blessed with excellent public schools and outstanding institutions of higher learning. County government plays an important role in facilitating partnerships among various educational entities, making sure that all stakeholders are pulling in the same direction.

The County Government and the County school system must work together to set goals and anticipate budget needs. Investment in educational facilities and programs should advance the county’s economic development goals. Social services and family support are needed to ensure that children arrive at school ready to learn. Future decisions about school location and districting should take into account socio-economics and community need.

Partnerships naturally arise from the sense of unity and shared pride for our community’s schools and colleges. The County should seek opportunities for additional collaboration and shared goal-setting among various educational institutions.

Educational Partnerships

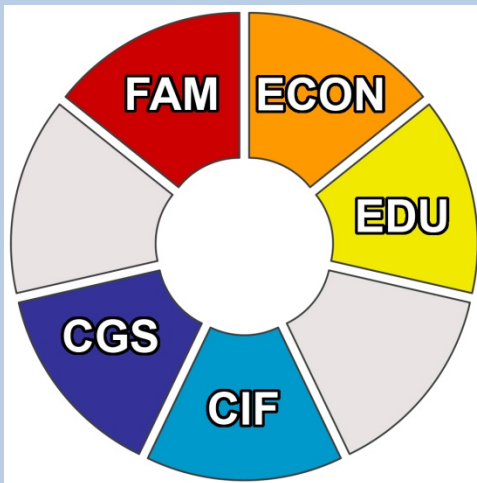
Objective 7.1 Establish periodic strategic planning sessions between the Board of Supervisors and the County School Board.	Team Captain	County Administrator
	Team Members	FC School Superintendent, Assistant County Administrators, Finance Director,
	Team Support	Director of Commerce & Leisure Services,
	Tasks	Target Dates
1.	Identify common goals	Ongoing
2.	Clearly communicate needs and expectations	Ongoing
3.	Agree on funding priorities	Ongoing

Objective 7.2 Institute periodic joint planning sessions with Ferrum College and other institutions of higher learning to identify areas of mutual benefit and assistance.	Team Captain	County Administrator
	Team Members	Franklin Center Executive Director, School Representatives, Ferrum College
	Team Support	Franklin Center Partners
	Tasks	Target Dates
1.	Identify common goals	12/09
2.	Identify opportunities for cooperation and collaboration	12/09
3.	Create a for-credit internship program within the County Government	12/09
4.	Participate in job fairs and employment recruitment efforts	12/09

Objective 7.3 Participate with local educational institutions to create opportunities for community service.	Team Captain	Assistant County Administrator
	Team Members	CSA, Human Resources
	Team Support	DSS, STEP, Goodwill, Schools
	Tasks	Target Dates
1.	Identify opportunities for community service	09/09
2.	Match community service programs with identified areas of community need	09/09
3.	Recognize and reward participants engaged in community service	09/09

Community Needs Assessment

Develop ongoing mechanisms to measure, assess, and analyze community needs. Develop indicators to determine progress and identify gaps in services for families and individuals.



Applicable Focus Areas:

- Family
- Economic Development
- Education
- Community Infrastructure & Facilities
- County Government Services

How this goal relates to the Board’s vision:

The Strategic Plan envisions a future of health and prosperity for all of Franklin County, yet invariably there are some members of society who fall through the cracks. County government plays an important role in identifying those who are ill-prepared to meet the needs of the future, and providing them the support necessary to improve their lives.

The Strategic Plan emphasizes an empirical approach to assessing community need. The plan calls for the development of indicators to track poverty levels, drop-out rates, teen pregnancy, and other factors associated with community need. The Plan calls for mechanisms to monitor success and identify emerging needs, so that resources can be efficiently allocated to address critical problems.

The Strategic Plan recognizes that economic opportunity is needed to break the cycle of poverty and need. Franklin County is committed to an economic development effort that creates a “tide that lifts all boats.”

Community Needs Assessment

Objective 8.1 Develop a needs assessment survey to identify gaps in services.	Team Captain	CSA Director
	Team Members	Social Services Director, Family Resource Director, Director of Commerce & Leisure Services
	Team Support	IT, Piedmont Comm. Services, STEP, other community agencies
	Tasks	Target Dates
1.	Define the scope of a needs assessment survey	06/09
2.	Design survey with the assistance of a professional survey consultant	09/09
3.	Present findings; solicit community feedback	3/10

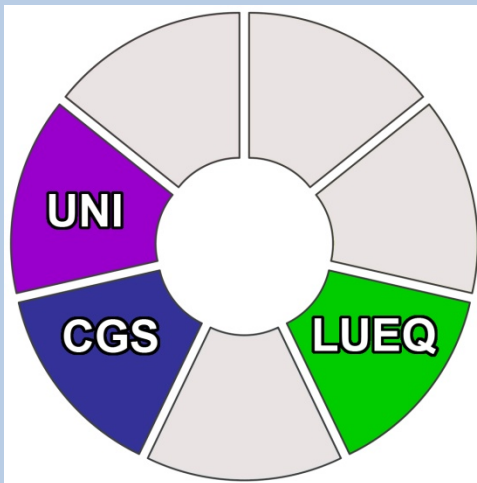
Objective 8.2 Develop an empirical approach based on indicators of need within the community; monitor data and measure results.	Team Captain	CSA Director
	Team Members	Social Services Director, Family Resource Director, Director of Commerce & Leisure Services
	Team Support	IT, Piedmont Comm. Services, STEP, other community agencies
	Tasks	Target Dates
1.	Identify types and sources of data that address community needs	06/10
2.	Appoint a centralized office within County Government to track data and periodically report findings	06/10
3.	Establish a central point of contact within County Government for families and individuals in need; coordinate referrals	06/10

Objective 8.3 Establish a crisis assistance response team to evaluate needs, develop treatment, and provide coordinated service planning.	Team Captain	Social Services Director
	Team Members	FAPT, Public Safety Director, Carilion Director, Piedmont Community Services
	Team Support	Dept. of Aging, Library, Sheriff,
	Tasks	Target Dates
1.	Identify key agencies and funding sources	06/09
2.	Create crisis assistance protocols and procedures	03/10
3.	Document outcomes	01/11

GOAL 9

Community Input

Develop and implement a strategy to enable and encourage greater public participation in goal setting and effective governance. Identify or create forums, settings, and venues that create opportunities for collaboration between local government, boards and commissions, citizens, businesses, and other community stakeholders.



Applicable Focus Areas:

Unity
Land Use & Environmental Quality
County Government Services

How this goal relates to the Board's vision:

Franklin County is home to a vast array of skilled and talented citizens who are dedicated to community service. Often, the best ideas for governance come from outside the government. In order to harness the talents of its people, the county encourages input and active citizen participation.

Residents are often motivated to engage County Government only when threats emerge. Decisions related to taxes, zoning of a neighboring property, or changes in government services often provoke strong reactions. County Government should take a pro-active approach to informing the public of its actions and deliberations. Use of new technologies in the distribution of information and solicitation of input is a high priority.

In order to promote unity, the county should take a lead role in creating settings for collaboration and community involvement.

Community Input

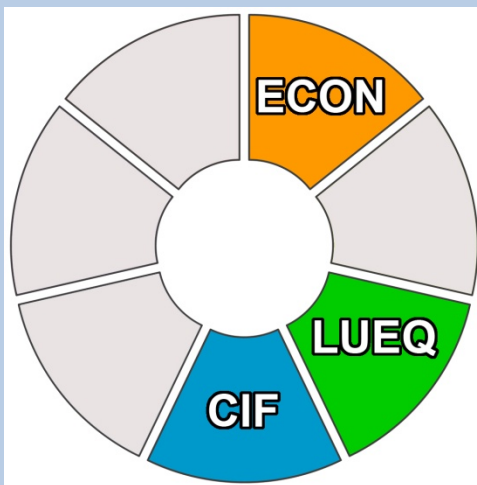
Objective 9.1 Institute joint strategic planning sessions between the Board of Supervisors and various boards & commission.	Team Captain	Administrator
	Team Members	Assistant County Administrators, Planning
	Team Support	Various Boards & Commissions
	Tasks	Target Dates
1.	Explore feasibility of regular work session with various Boards and Commissions to evaluate progress toward planning priorities	06/09

Objective 9.2 Employ new technologies to distribute information and solicit community input.	Team Captain	IT Director
	Team Members	Administration, Board of Supervisors
	Team Support	All Departments/Agencies
	Tasks	Target Dates
1.	Establish community feedback/input methods by the Board of Supervisors prior to major initiatives.	06/09
2.	Expand the County's array of online services	12/09
3.	Continue to develop and improve the County's website	Ongoing
3.	Explore the use of emerging communications techniques, including text messaging, blogs, and web-based social networking, to connect people and relay information efficiently	Ongoing

Objective 9.3 Increase awareness of community events and assets and promote a sense of pride in Franklin County.	Team Captain	Director of Commerce & Leisure Services
	Team Members	Tourism Director
	Team Support	Chambers, IT, Towns of Rocky Mount and Boones Mill, RVCVB
	Tasks	Target Dates
1.	Identify events, venues and settings that foster community involvement and pride	06/09
2.	Develop partnerships to coordinate and publicize community events; seek avenues among various organizations for mutual assistance and shared goal setting	09/09
3.	Explore mechanism for community recognition program	12/09

Regulatory Framework

Develop an efficient and effective policy and regulatory framework to guide public and private decisions and investments related to the physical development of the community. Continually assess policies and regulations based on their relationship to the Comprehensive Plan and the desired build-out model for the county.



Applicable Focus Areas:

- Economic Development
- Land Use & Environmental Quality
- Community Infrastructure & Facilities

How this goal relates to the Board’s vision:

Franklin County’s Comprehensive Plan serves as the principal guiding document for land use and development decisions throughout the community. The Comprehensive Plan is supported by a framework of policies and regulations, including the Zoning and Subdivision ordinances, along with other area plans, master plans, and programs.

This framework helps both the public and private sectors make decisions about investment and development. Policies and regulations are also important in protecting the private property rights, the rights of neighboring property owners, and the right of the entire community to a healthy and sustainable environment.

Franklin County is committed to maintaining an efficient effective framework of policies and regulations, with emphasis both on public protection and the cost of compliance. The regulatory framework should be fair and consistent. It should be measured against its success in implementing the Comprehensive Plan and achieving the desired physical build-out of the community.

GOAL
10

Regulatory Framework

Objective 10.1 Update Franklin County's Comprehensive Plan (next update scheduled for 2012).	Team Captain	Director of Planning & Community Development
	Team Members	Administration; IT/GIS; Commerce & Leisure Services; Public Safety; Community Services
	Team Support	Regional PDCs; VDOT; WVA
	Tasks	Target Dates
1.	Study and assess the degree to which the current Comprehensive Plan aligns with the County's preferred growth management (i.e. build-out) model	03/11
2.	Identify deficiencies within the Plan related to land use mapping and policy direction	06/11
3.	Prepare an interim report in advance of the scheduled 2012 Plan update	09/11
4.	Amend the Plan as necessary in the near- and mid-term to align with the County's preferred growth management model	ongoing

Objective 10.2 Comprehensively revise the County's zoning and subdivision ordinances to align with the County's preferred growth management model.	Team Captain	Director of Planning & Community Development
	Team Members	Administration
	Team Support	IT/GIS; Professional Consultants
	Tasks	Target Dates
1.	Define the scope and process for the ordinance update	03/09
2.	Identify issues that need to be addressed, or for which support is lacking	02/09
3.	Retain professional consultant services to conduct the update	06/09
4.	Develop a comprehensive process for community input and distribution of information	09/09

Objective 10.3 Launch the Village Planning initiative to develop detailed small-area plans for village centers.	Team Captain	Director of Planning & Community development
	Team Members	Public Safety; Utilities; IT/GIS
	Team Support	VDOT
	Tasks	Target Dates
1.	Identify and prioritize village centers, based on opportunities, constraints and needs	09/09
2.	Develop a cyclical program for the creation and adoption of Village Plans; continually monitor and update plans once completed	09/09 - ongoing

GOAL
10

Regulatory Framework

Objective 10.4 Develop a Transportation Master Plan.	Team Captain	Director of Planning & Community Development
	Team Members	VDOT; Utilities; IT/GIS
	Team Support	Regional PDCs
	Tasks	Target Dates
1.	Create an inventory of all roads and transportation infrastructure in the County, using GIS mapping and database capabilities	06/10
2.	Define levels of service (LOS) based on traffic volumes and design capacity for all roads; incorporate into database	06/11
3.	Create a detailed road classification system, including road function, design speed, right-of-way width and cross-section configuration	06/11
4.	Incorporate analysis of desired road classification and design into land use decisions	ongoing

Objective 10.5 Establish a Development Assistance Center to coordinate review of land use decisions and processing of development permits.	Team Captain	Director of Planning & Community Development
	Team Members	Administration; Building & Inspections
	Team Support	IT
	Tasks	Target Dates
1.	Seek opportunities for functional integration between County departments that are involved with land use and development regulations	06/09
2.	Develop appropriate manuals and protocols for development review and permitting processes	09/09
3.	Create a one-stop permitting center	Ongoing
4.	Continue to implement new technologies for permitting, plan review and internal efficiencies	ongoing